

2nd
Quarter
FY 2003

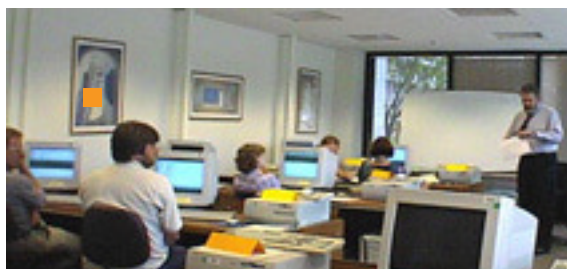
Division of Employee Relations & Training

Department of
 Health and Human
 Services
 National Institutes
 of Health

HRDD Becomes the Training and Development Branch

The Human Resource Development Division (HRDD) is now the Training and Development Branch (TDB) of the Division of Employee Relations and Training (DERT). There have been some staff changes as a result of the NIH Office of Human Resources consolidation, but we still offer the same dynamic services:

Performance Consulting - a systematic approach to analyzing, improving and managing performance in the workplace through the use of varied interventions.



Training and Curriculum Development - valuable skills training through a wide array of courses designed to increase participants' job competencies and to support career planning.

Career Development - programs designed to provide participants with a structured approach to professional growth and self-improvement.

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Performance Management and Recognition Branch

What we do

This branch develops and evaluates policies that maximize workforce effectiveness. The staff will develop guidance, workshops and other tools to help managers understand changing requirements that affect administration of these functions. Currently, we're involved in several exciting NIH initiatives regarding performance and awards.

Performance Contracts - More Power to You

This activity involves the use of a results-oriented, mission-focused performance management program. In this new initiative, which has its origins in the President's Management Agenda, we've implemented a contract performance plan concept for senior NIH managers (SES, SBRS, and Title 42). Last August, it was expanded to include all NIH supervisors and managers. The goal is for all of NIH to become more accountable to and aligned with the goals and outcomes of the Department of Health and Human Services.

At the conclusion of FY 2002, Institute and Center Directors and their senior staff submitted new plans that captured important "outputs" related to the NIH and HHS mission. We'll soon share detailed electronic guidance that explains how this process should be applied to all levels of NIH supervisors and managers. These actions help ensure that our performance objectives are clearly synchronized with the outcomes we've promised our constituents at the highest levels in the organization. We have a greatly enhanced chance for success when our programs, budgets, strategies and other actions are in alignment. Stay tuned for more information on this new performance contract process. Also, see Page 5 for more information on Performance Management.

HHS Honor Awards

This month, a solicitation was sent to the NIH Awards coordinators requesting nominations for the prestigious Department of Health and Human Services 2003 Annual Department Honor Award. HHS recipients will be presented with the award in May 2003, which coincides with the 23rd anniversary of the official designation of the Department of Health and Human Services.

In early January, we will be requesting nominations for worthy NIH Director's Award candidates. ■

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Course Title	Length	Days	Course #	Location	Cost
<u>Administrative Skills</u>					
Administrative Officers Seminar	3 days	3/24/03, 3/25/03, 3/26/03	2146	EPN	\$690
Creating and Maintaining Filing Systems	1-half day	2/10/03	2136	EPS	\$190
Intro to the NIH Knowledge Associate Cert Program	2 days	1/15/03, 1/16/03	6810	EPN	\$515
Managing Upward	1 day	1/15/03	6806	EPS	\$275
NIH Correspondence: Letter and Memo Preparation	1 day	1/14/03	2115	EPS	\$275
The Professional Office Manager I	2 days	1/21/03, 1/22/03	2161	EPN	\$347
The Professional Office Manager II	2 days	2/24/03, 2/25/03	2162	EPS	\$347
Time Management: Organizing Yourself	1-half day	2/24/03	2130	EPS	\$190
Workplace Politics & Personalities	1 day	1/21/03	6802	EPS	\$275
<u>Administrative Systems</u>					
Basic Time and Attendance Using ITAS	2 days	2/25/03, 2/26/03	2624	EPS	\$601
Basic Time and Attendance Using ITAS	2 days	3/25/03, 3/26/03	2624	EPS	\$601
Fellowship Payment System	1 day	1/9/03	2646	EPS	\$229
Fellowship Payment System	1 day	2/18/03	2646	EPS	\$229
Fellowship Payment System	1 day	3/20/03	2646	EPS	\$229
Fellowship Payment System Refresher	1/2 day	3/6/03	2647	EPS	\$153
Introduction to NIH Property Management	2 days	2/5/03, 2/6/03	2622	EPS	\$611
Time and Attendance for Supervisors Using ITAS	1-half day	2/12/03	2627	EPS	\$261
Travel For Administrative Officers	1 day	1/16/03	2606	EPS	\$278
Travel Refresher	2-half days	1/21/03	2602	EPS	\$121
<u>Career Transition</u>					
NIH Retirement Seminar---CSRS	2.5 days	2/24/03, 2/25/03, 2/26/03	2215C	EPN	\$384
NIH Retirement Seminar---CSRS	2.5 days	3/10/03, 3/11/03, 3/12/03	2215C	EPS	\$384
NIH Retirement Seminar---FERS	2.5 days	1/21/03, 1/22/03, 1/23/03	2215F	EPS	\$384
<u>Communication Skills</u>					
Customer Service in a Changing World	1 day	3/13/03	2164	EPS	\$237
Developing Proofreading Skills	3 days	3/25/03, 3/26/03, 3/27/03	2105	EPS	\$388
Effective Memory Development	1 day	2/19/03	2108	EPS	\$183
English Pronunciation for the Non-Native Speaker	3 days	3/6/03, 3/13/03, 3/27/03	2159	EPN	\$429
Fundamentals of English	5-half days	3/10/03, 3/12/03, 3/14/03 3/17/03, 3/19/03	2158	EPN	\$508
Giving Dynamic Presentations for Women in Science	2 days	2/11/03, 2/12/03	1171	TBA	\$642
Negotiating Skills for Early Career Scientists	1 day	3/10/03	1176	TBA	\$173
Positive Approaches to Difficult People	1 day	3/19/03	2126	EPS	\$183
Power Conversation	2 days	2/4/03, 2/5/03	2111	EPS	\$351
Power Listening	1 day	2/20/03	2110	EPS	\$237
Communication and Negotiation for Women in Science	2 days	3/12/03, 3/13/03	1170	50	\$642

Registration Information

REGISTRATION

Submit a training nomination through your institute or center using the NIH Integrated Training System (NIHITS).

If you are an employee of another federal agency, submit a training nomination form through appropriate agency approving officials and/or training offices. The EIN for Training & Development Branch (TDB) is 1-520858115-04.

ENROLLMENT CONFIRMATION

TDB will confirm your enrollment by e-mail no later than two weeks prior to the class. If you do not receive this confirmation, please contact our office by calling 301-496-6211 or TTY: 301-594-2696.

CANCELLATION DEADLINE

You may withdraw from a course up to four weeks before the start date without penalty. You must cancel your nomination through NIHITS before the deadline. If you cannot attend a class or would like to send a substitute, please contact TDB.

Course Title	Length	Days	Course #	Location	Cost
Speaking On the Job Part I: Improving Voice Quality	2 days	2/5/03, 2/6/03	2113	EPN	\$406
Writing Workshop	4 days	2/28/03, 3/7/03, 3/14/03, 3/21/03	2959	EPS	\$611
<u>Computer Applications & Concepts</u>					
Advanced MS Word 2000	1 day	3/11/03	4613	EPS	\$261
IMPACII Population Training Module	2-half days	1/15/03	5836	EPS	\$151
Intermediate MS Access 2000	1 day	3/18/03	4622	EPS	\$261
Intermediate MS Excel 2000	1 day	2/13/03	4615	EPS	\$261
Intermediate MS PowerPoint 2000	1 day	3/27/03	4618	EPS	\$261
Intermediate MS Word 2000	1 day	2/19/03	4621	EPS	\$261
Introduction to MS Access 2000	1 day	2/5/03	4619	EPS	\$261
Introduction to MS Excel 2000	1 day	1/30/03	4614	EPS	\$261
Introduction to MS Excel 2000	1 day	3/13/03	4614	EPS	\$261
Introduction to MS PowerPoint 2000	1 day	2/27/03	4620	EPS	\$261
Introduction to MS Word 2000	1 day	1/14/03	4611	EPS	\$261
MS Project 2000	2 days	3/19/03, 3/20/03	4521	EPS	\$412
<u>Financial & Procurement Management</u>					
Budget Execution	2 days	2/12/03, 2/13/03	1286	EPS	\$427
Buying From Businesses on the Open Market	1-half day	1/30/03	2611	EPS	\$245
Buying From Businesses on the Open Market	1-half day	1/30/03	2611	EPS	\$245
Consolidated Purchasing Through Contracts	1-half day	1/29/03	2610	EPS	\$207
Consolidated Purchasing Through Contracts	1-half day	1/29/03	2610	EPS	\$207
Delegated Acquisition Training Program	4 days	2/11/03, 2/12/03, 2/13/03, 2/14/03	2603	EPS	\$784
Delegated Acquisition Training Program	4 days	3/11/03, 3/12/03, 3/13/03, 3/14/03	2603	EPS	\$784
Federal Budget Process	2 days	3/24/03, 3/25/03	1208	EPS	\$427
Federal Supply Schedules	1-half day	1/28/03	2609	EPS	\$207
Federal Supply Schedules	1-half day	1/28/03	2609	EPS	\$207
Price Reasonableness in Simplified Acquisitions	1-half day	2/20/03	2617	EPS	\$245
Price Reasonableness in Simplified Acquisitions	1-half day	2/20/03	2617	EPS	\$245
Professional Service Orders	1/2 day	2/26/03	2612	EPS	\$245
Professional Service Orders	1/2 day	2/26/03	2612	EPS	\$245
Purchase Card Processing System	1-half day	1/30/03	2635	EPS	\$218
Purchase Card Processing System	1-half day	1/30/03	2635	EPS	\$218
Purchase Card Processing System	1-half day	2/27/03	2635	EPS	\$218
Purchase Card Processing System	1-half day	2/27/03	2635	EPS	\$218
Purchase Card Processing System	1-half day	3/27/03	2635	EPS	\$218
Purchase Card Processing System	1-half day	3/27/03	2635	EPS	\$218

Customized Solutions

As partners in science, the Training and Development Branch (TDB) helps the NIH tackle present and future challenges by offering valuable learning experiences that empower employees to maximize their performance and achieve their full potential.

TDB can create customized solutions to fulfill the developmental needs of your group. As an employee, manager or supervisor you can set up an individual consultation session with one of our Program Managers to evaluate your group's needs and design tailored performance development solutions to address those needs. Other services include:

- College and University Courses
- Career Development Programs
- Certificate Programs
- Customized Training
- Coaching
- E-Learning Solutions
- Performance Consulting
- Career or Individual Development Plan Assistance
- Retreat, Seminar and Meeting Planning

Course Title	Length	Days	Course #	Location	Cost
Purchase Card Training	1 day	1/27/03	2636	EPS	\$290
Purchase Card Training	1 day	1/28/03	2636	EPS	\$290
Purchase Card Training	1 day	2/10/03	2636	EPS	\$290
Purchase Card Training	1 day	2/24/03	2636	EPS	\$290
Purchase Card Training	1 day	2/25/03	2636	EPS	\$290
Purchase Card Training	1 day	3/10/03	2636	EPS	\$290
Purchase Card Training	1 day	3/24/03	2636	EPS	\$290
Purchase Card Training	1 day	3/25/03	2636	EPS	\$290
Simplified Acquisitions Refresher for AOs	1/2 day	1/29/03	2607	EPS	\$190
Simplified Acquisitions Refresher for AOs	1/2 day	1/29/03	2607	EPS	\$190
Simplified Acquisitions Refresher for AOs	1/2 day	3/26/03	2607	EPS	\$190
Simplified Acquisitions Refresher for AOs	1/2 day	3/26/03	2607	EPS	\$190
<u>Human Resource Management</u>					
Applying the IT Classification Standards	2 days	2/12/03, 2/13/03	2465	EPS	\$630
<u>Management, Supervision & Professional Development</u>					
Critical Thinking About Ethical Choices	1 day	2/28/03	1203	EPS	\$270
Decision Making Skills	1 day	3/6/03	1344	EPS	\$305
How to Give Constructive Feedback	1 day	3/5/03	1482	EPS	\$233
How to Plan and Run Productive Meetings	1 day	3/6/03	1319	EPS	\$233
Introduction to Project Management	2 days	3/19/03, 3/20/03	1288	EPS	\$582
Leading Others: A Myers-Briggs® Workshop	1 day	3/4/03	1205	EPS	\$285
Managing Your Staff	2 days	3/10/03, 3/11/03	1355	EPS	\$500
Supervising Former Peers	1 day	2/27/03	1122	EPS	\$270
Supervision: New Skills and New Challenges	3 days	2/25/03, 2/26/03, 2/27/03	1101	EPS	\$441
<u>TDB COLLABORATION WITH USDA GRADUATE SCHOOL</u>					
Course Title	Days		Course #		
Adverse and Performance-Based Actions	2/24/03-2/27/03		LABR7100		
Basic Position Classification	7/14/03-7/25/03		CLAS7000		
Basic Staffing and Placement	6/9/03-6/13/03		STAF7000		
HRM for Supervisors and Managers	6/16/03-6/20/03		PMGT7100		
Job Analysis and KSA Examining	5/12/03-5/14/03		STAF8001		
Position Management	4/10/03-4/11/03		CLAS7001		
Processing Personnel Actions	7/28/03-8/1/03		STAF7003		

Ways to Contact us

Contact TDB:

Training and Development Branch, OHR
Executive Plaza South, Suite 100 (EPS 100)
6120 Executive Boulevard, MSC 7120
Bethesda, MD 20892-7120
Tel: 301-496-6211
Fax: 301-402-0986
TTY: 301-594-2696
Email: registrar@od.nih.gov

Can't find what you want?

Is there a course you'd like to see
TDB offer? We would like to hear
from you about your individual or
group training needs! Call us at
301-496-6211 or TTY: 301-594-2696
or visit our web site at
<http://learningsource.od.nih.gov/requestform.asp>

To explore technology solutions for
performance challenges facing your
organization, contact Kathy Hardin at
301-496-9439 or email at
hardink@od.nih.gov.

Custom Solutions - performance consultants provide specialized expertise to assist supervisors and managers in identifying performance needs and designing customized training and development solutions.

Coaching - the opportunity to obtain personal and professional development in a one-on-one environment. Coaching increases organizational effectiveness by facilitating individual growth and enhancing skills necessary to achieve higher performance through confidential collaboration.

Web-based Training - provides a team of highly skilled technical consultants to develop customized learning solutions that can be delivered directly to your employees' desktops via the World Wide Web.

The TDB staff look forward to working with managers and employees to address the evolving needs of the NIH community. We are still located in EPS 100 with the same phone number, 301-496-6211 and TTY: 301-594-2696. Our newly reorganized team is here to serve you! ■

Meet the Employee and Labor Relations Branch

The Employee/Labor Relations Branch (E/LRB) has found a new home with the Division of Employee Relations and Training (DERT) at EPS 100. Several E/LRB employees were previously specializing in the employee and labor relations fields while working under Charles Palmer in the former OHRM's Division of Workforce Performance and Measurement. Charlie is now the Deputy Director of DERT, and the Acting Branch Chief for the E/LRB is Phil Lenowitz from the NIEHS HR office in North Carolina. E/LRB also includes a number of former I/C HR specialists.

Supervisors and managers will still be visiting their servicing IC HR specialist when day-to-day problems arise with employee performance or conduct, or advice is needed on labor relations activities. Members of E/LRB will collaborate with and provide assistance to specialists in the Division of Human Resource Operations (DHRO) and will at times take the lead on the more complex employee/labor relations issues to ensure NIH wide consistency and expertise. E/LRB not only has the lead on NIH's employee and labor relations programs, but also includes the NIH Security function and NIH's workplace violence prevention program (CIVIL).

The DHRO Branches receive employee relations support from the following E/LRB Staff:

Branch A, NCI:

Maria Gorrasi (E/LRB team leader)

Branch B, CC:

Penney Baile (E/LRB team leader)

Branch C, NIAID:

Penney Baile

Branch D, OD:

Bonnie Rubinstein

ORS:

Linda Tarlow (E/LRB team leader)

Branch E, NIEHS:

Phil Lenowitz

Branch F, NEI, NIMH, NINDS, NIDA, NIAAA:

Rita Sweeney

Branch G, NHLBI:

Penney Baile

NIDDK, NICHD:

Susan Reider

Branch H, CSR, NCRR/NINR,

NLM, CIT, NIGMS, NCHMD, NIBIB:

Sue Garrison

Branch I, NHGRI, NIAMS, NIA:

Jessica Smith

NIDCR, FIC, NCCAM, NIDCD:

Barry Kevin

Labor relations support is primarily provided by the teams that Maria Gorrasi and Linda Tarlow lead. The CIVIL response coordinator is Sharon Steinberg. The Security Officer is Robin Turley. ■

Human Resource Management Training Partnership

Entering its third fiscal year of partnership, the NIH and the USDA Graduate School are currently offering Human Resource Management courses to the NIH community on-site, conveniently located in Rockville, MD. This training partnership provides high quality instruction, supporting Human Resource competency development. Detailed information on enrollment is posted on our website at <http://learningsource.od.nih.gov>. ■ See the list of classes on page 4.

Performance Management Tips

Employee turnover and recruitment are expensive to organizations! Remember that supervisors play a critical role in promoting employee commitment, motivation and retention, and are key in developing staff. Here are some useful strategies for promoting enhanced employee and organizational performance. They can be effective management tools, especially as you complete annual performance appraisals for General Schedule and Wage Grade employees and all others who are rated on a calendar-year basis:

Set meaningful, attainable expectations aligned with the mission and broad objectives of your programs.

Approach this process as a collaborative effort, engaging staff in the process.

Provide employee access to the necessary tools, resources and environment supportive of performance enhancement.

Continually assess and communicate progress regarding performance (i.e., don't save all your feedback until year's end).

(Continued on Page 6)

(Tips - Continued from Page 5)

Provide for coaching, mentoring and the active pursuit of new knowledge and learning using traditional and innovative means to enhance learning, optimize employee strength and address areas targeted for improvement.

Provide employees with mid-year progress review and final evaluation feedback and assign ratings of record.

Demonstrate appreciation of employee performance through the use of the many available forms of recognition.

The Performance Management and Recognition Branch will be happy to help supervisors, managers and employees learn more about these principles. We welcome your questions about performance management and its relationship to incentives. We *strongly* encourage employee recognition, which is so essential to improving organizational quality. We are happy to provide suggestions about numerous awards options. ■

Travel Classes in Transition

Where, oh where did all of the travel classes go? The NIH has developed a new system for travel through the NIH Business and Research Support System (NBRSS) office. The new travel system, called Gelco Travel Manager, is planned for deployment on February 1, 2003. This change will also affect our Training and Development Branch course offerings. As of January, TDB will no longer offer Domestic and Foreign Travel using the Administrative Database (ADB). We hope to offer the new Domestic and Foreign Travel classes using the new Gelco software in the early Spring. Please check our website for an updated schedule. To help travel planners and approvers in this transition, we are offering a Travel Refresher Course on January 21, 2003. This course focuses only on rules and regulations and is designed for students with travel experience and those who

have taken travel classes in the past. NBRSS is making a concerted effort to provide transition training to current staff. TDB is planning vigorously for our post-deployment training for new staff. We thank all NIH staff for their patience during this transition. ■

Skills Development Workshops for Women in Science

Women are advancing on the frontier of science faster than ever before, so why are so few women holding top positions? This workshop series explores how women can improve their professional status in the scientific arena. The workshops below, developed by and for women scientists, will give participants the tools necessary for changing the perceptions of women in science and critical skills on maximizing your professional potential.

Communication and Negotiation for Women in Science teaches participants to set negotiating priorities, listen and communicate effectively with peers and supervisors to achieve common ground. Effective negotiation requires frameworks, strategic thinking and the discipline and willingness to negotiate to achieve mutually beneficial results. Participants will learn successful negotiation strategies, approaches for breaking through impasses and how to define and articulate needs to attain career objectives.

Giving Dynamic Presentations for Women in Science equips scientists with specific methods for capturing and holding audience attention and for achieving favorable results with their presentations, whether it's a site visit or speaking at a medical conference. Participants will learn techniques for:

1. structuring material effectively,
2. devising successful introductions and closings,
3. moving and gesturing powerfully, and
4. gaining greater strength, clarity and voice control.

Participants will learn what people like in presentations and how to bring those features to their own programs. Finally, women scientists will discover how to can replace nervousness or reluctance with poise, confidence and enthusiasm.

Successful Mentoring for Women in Science explains how mentoring relationships can help women reach their



professional goals. This course incorporates "real-life" examples in its approach to providing women scientists with the information, best practices and tools needed to build strong mentoring partnerships. Because effective mentoring is critical in the scientific community, this workshop will train women scientists to help develop and encourage postdoctoral fellows and less experienced scientists, as well as how to be mentored themselves.

Call the Training and Development Branch on 496-6211 or TTY on 301-594-2696 for dates and cost information or visit our website at <http://leaningsource.od.nih.gov>. ■

“ Adventure isn't hanging on a rope off the side of a mountain. Adventure is an attitude that we must apply to the day-to-day obstacles of life ~ facing new challenges, seizing new opportunities, testing our resources against the unknown, and in the process discovering our own unique potential. ”

~ John Amatt